


"Unauthorized" Survey by P.P.
Approved For Release 2001/09/06 : CIA-RDP00-01458R000100030002-7
(nobody in PSS consulted prior to its release)

Would you please complete the attached questionnaire and return per the instructions no later than 9 November 1979.

Your participation is very important to the success of the program.

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Career Management Officer, OP

Administrative—Internal Use Only

A
SELF-ASSESSMENT
FOR
CIA PERSONNEL OFFICERS

OCTOBER 1979

Administrative—Internal Use Only

MEMORANDUM FOR: Personnel Officers

FROM : Harry E. Fitzwater
Director of Personnel

SUBJECT : Self-Assessment for CIA Personnel Officers

1. Many of you, who were involved then, will remember our first self-assessment held during the Fall of 1976. We are now conducting another self-assessment and I am asking each of you to participate.

2. This effort is designed to provide OP management with information about your capabilities and interests as personnel careerists. It is important also that we know when and where action should be taken to insure the continued ability of the Office to meet its varied responsibilities. It takes time to develop job-related skills and expertise and the Office must be prepared to meet changing and growing requirements.

3. Your willingness to provide us with an estimate of what you believe your capabilities are in personnel work is important. Although you are encouraged to bring your concerns and interests directly to the CMO on a continuing basis, the need for the systematic acquisition of information on an Office-wide basis nonetheless remains. We will be repeating the self-assessment in the future on a periodic basis.

4. Please note that Part I of the self-assessment (where you rate yourself) is to be forwarded to the Personnel Management Evaluation Staff without your name. There, it will be analyzed statistically. The remaining two parts of the self-assessment should be returned to OP/CMO with your name. If you have any questions about the self-assessment, please call [REDACTED]

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Harry E. Fitzwater

Attachments

PERSONNEL TASK INVENTORY

Directions

A. Some items of the Personnel Task Inventory (PTI) deal with specific knowledges or skills having applicability to just one series of personnel jobs. Other items are general in nature and are applicable to many different jobs. In either case treat the item as if you were asking yourself, "Can I do this?" "Have I done this?" "When?", "Where?" "Do I have this knowledge or experience?", "If so, how well can I use it?"

B. The majority of the items listed in the PTI will be familiar to all personnel careerists but few careerists are expected to have an expert knowledge of or be highly skilled in handling many different tasks. The object here is to help you come to know yourself better as a personnelist. It is not intended that you try to establish that you are equally skilled in all types of personnel work. Each person has different strengths and weaknesses and areas of special experience.

C. Please consider each item on the task inventory and respond as honestly as you can. After each item, black out the letter from the following key which most nearly reflects your feelings toward a task.

- A. Not in my field or background; have little or no experience or training.
- B. Obsolete knowledge or experience; need refresher training.
- C. Minimal knowledge or experience; need training or assistance to do this task.
- D. Some knowledge or experience; need occasional assistance to do this task.
- E. Good knowledge or experience; can perform normal work in this task area.
- F. Comprehensive knowledge or experience; can do difficult work in this task area, and can teach or assist others.

(Please complete the inventory in one sitting where possible as this will enable you to view each of the tasks while holding the same mental posture.)

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11. Ability to advise management on position structure and position management.
12. Ability to formulate the annual Program Call.
13. Ability to relate personnel functions to the achievement of effective and economical management and operations.
14. Knowledge of Executive Order 12065 on classification of, and access to, National Security Information.
15. Knowledge of Federal policies or programs affecting personnel development, e.g., EEO Executive Interchange Program, Education for Public Management Program (EMP).
16. Knowledge of rules governing personnel transactions.
17. Knowledge of non-official cover premium pay (NCPP) policy.
18. Ability to reply to correspondence or respond to instructions contained in Executive Orders, OMB and OPM communications, etc.
19. Ability to prepare "Letters of Authorization".
20. Knowledge of cover and security considerations as they pertain to the release of information on employees.
21. Ability to identify and code employee qualifications for the "Qualifications Records System".
22. Ability to analyze and comment upon personnel program proposals.

23. Ability to use the Career Service Grade Authorization (CSGA).
24. Knowledge of rules and regulations applicable to Agency personnel traveling under different cover arrangements.
25. Ability to provide pre-retirement counseling.
26. Knowledge of management and organization theory as it affects personnel management.
27. Ability to process Staff Agents.
28. Knowledge of the Agency's Voluntary Investment Program (VIP).
29. Ability to make position classification determinations.
30. Ability to make "Fair Labor Standards Act" determinations as to exempt/nonexempt status.
31. Ability to formulate personnel policies, programs and objectives.
32. Knowledge of occupations in the public sector.
33. Ability to represent the D/Pers in a major functional area of personnel management or administration.
34. Knowledge of the information required for manpower planning, recruiting and staffing.

35. Ability to prepare a budget.
36. Ability to settle (or process) FECA and Overseas Medical Program claims.
37. Ability to operate an Incentive Awards Program.
38. Knowledge of types of differentials and allowances to which personnel stationed at foreign posts may be entitled.
39. Ability to make arrangements for and conduct conferences, symposia, etc.
40. Ability to negotiate employee transfers and reassignments.
41. Ability to evaluate proprietary pension plans proposed or used by Agency components.
42. Knowledge of the Agency's military requirements and Reserve Program.
43. Ability to provide career counseling to non-MP careerists.
44. Ability to write and guide others in the preparation of position descriptions.
45. Knowledge of Office of Personnel Management and other Federal regulations relevant to Agency personnel management and administration.
46. Ability to recruit for technical, professional, and managerial positions.

47. Ability to provide advice on matters relating to employees "leave" from official duty.
48. Ability to develop a detailed flow chart (functional/organizational/conceptual systems).
49. Knowledge of occupational coding structure.
50. Knowledge of factors involved in the reemployment of former employees or retirees.
51. Ability to prepare charts, graphs, and briefing aids.
52. Ability to administer a separation compensation program.
53. Ability to prepare a systems proposal, including dollar costs, manpower and target dates.
54. Knowledge of Federal statutory benefit programs.
55. Knowledge of night differential and overtime regulations.
56. Ability to determine when and how to request exceptions to Agency personnel regulations.
57. Ability to implement staffing complement change requests.
58. Ability to prepare correspondence responsive to Agency applicants and to the public at large.

59. Knowledge of personnel mobilization planning and procedures.
60. Knowledge of statistical methods and techniques.
61. Ability to analyze projected travel, living and administrative costs for employees under non-official cover.
62. Knowledge of grade and ceiling controls and policies..
63. Ability to relate a candidate's qualifications to specific job requirements.
64. Ability to arrange for and conduct award ceremonies.
65. Ability to conduct interviews (all types).
66. Ability to use and/or review a "Staffing Complement".
67. Ability to make arrangements for and document foreign and domestic travelers.
68. Ability to plan and conduct position management/classification surveys.
69. Knowledge of Agency policy relative to service abroad and "returns short of tour".
70. Ability to do short range manpower planning.

71. Ability to draft personnel regulations.
72. Knowledge of how the Advance Staffing Plan (ASP) is compiled and used.
73. Understanding of appointment process.
74. Ability to do technical writing.
75. Knowledge of how, when, and where to coordinate on personnel matters.
76. Ability to determine entitlements to special allowances in contracts.
77. Knowledge of techniques in constructing salary and wage schedules.
78. Knowledge of personnel program evaluation methodology.
79. Ability to determine appropriate recruiting sources.
80. Knowledge and ability to handle benefits or claims pertaining to employee or dependent deaths.
81. Ability to determine job-relatedness of applicant appraisal procedures.
82. Ability to administer a career management program.

83. Ability to implement special emphasis programs, such as Handicapped, Upward Mobility, and Alcoholism and Drug Abuse programs.
84. Ability to apply and use ADP equipment, forms and systems in personnel fields.
85. Ability to interpret contracts.
86. Knowledge of classification appeals procedure.
87. Ability to render advice and coordinate proposed actions affecting supergrades.
88. Knowledge of the "Freedom of Information Act" including the request and appeals process.
89. Knowledge of job analysis techniques.
90. Ability to monitor the use of the "Development Complement".
91. Knowledge of use of employees who are "detailees" to and from the Agency.
92. Understanding of principles of job design and applications of job design to upward mobility.
93. Ability to administer claims covered by the Missing Persons Act.
94. Knowledge of personnel concerns and problems attendant to Agency field operations.

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95. Knowledge of travel entitlements of Agency employees, dependents and retirees.
96. Understanding the use of weights in combining personnel selection devices.
97. Knowledge of employee domestic relocation allowance regulations.
98. Ability to plan and conduct wage and salary surveys.
99. Ability to supervise five or more employees.
100. Ability to prepare and/or approve contingency casualty plans.
101. Knowledge of the PERCON system.
102. Ability to prepare "biographic profiles".
103. Knowledge of the structure and functions of Agency components.
104. Ability to serve on a career panel or board, including preparation of agendas, minutes and follow-up action.
105. Knowledge of Agency procedures to separate surplus employees.
106. Ability to assist employees in developing career goals and objectives.

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107. Ability to negotiate agreements.

108. Knowledge of Agency procedures to separate employees in
STATINTL compliance with [REDACTED]

109. Ability to assist others prepare summaries of Agency employment
(SAE).

110. Knowledge of Agency personnel policies and programs.

111. Ability to design training programs or workshops to improve
employee skills.

112. Ability to provide grievance counseling and make appropriate
referrals as required.

113. Ability to develop and use non-standard work schedules such
as flexitime.

114. Knowledge of "Management by Objectives".

115. Ability to address outside groups on Agency careers.

116. Ability to prepare a "Job Search" plan.

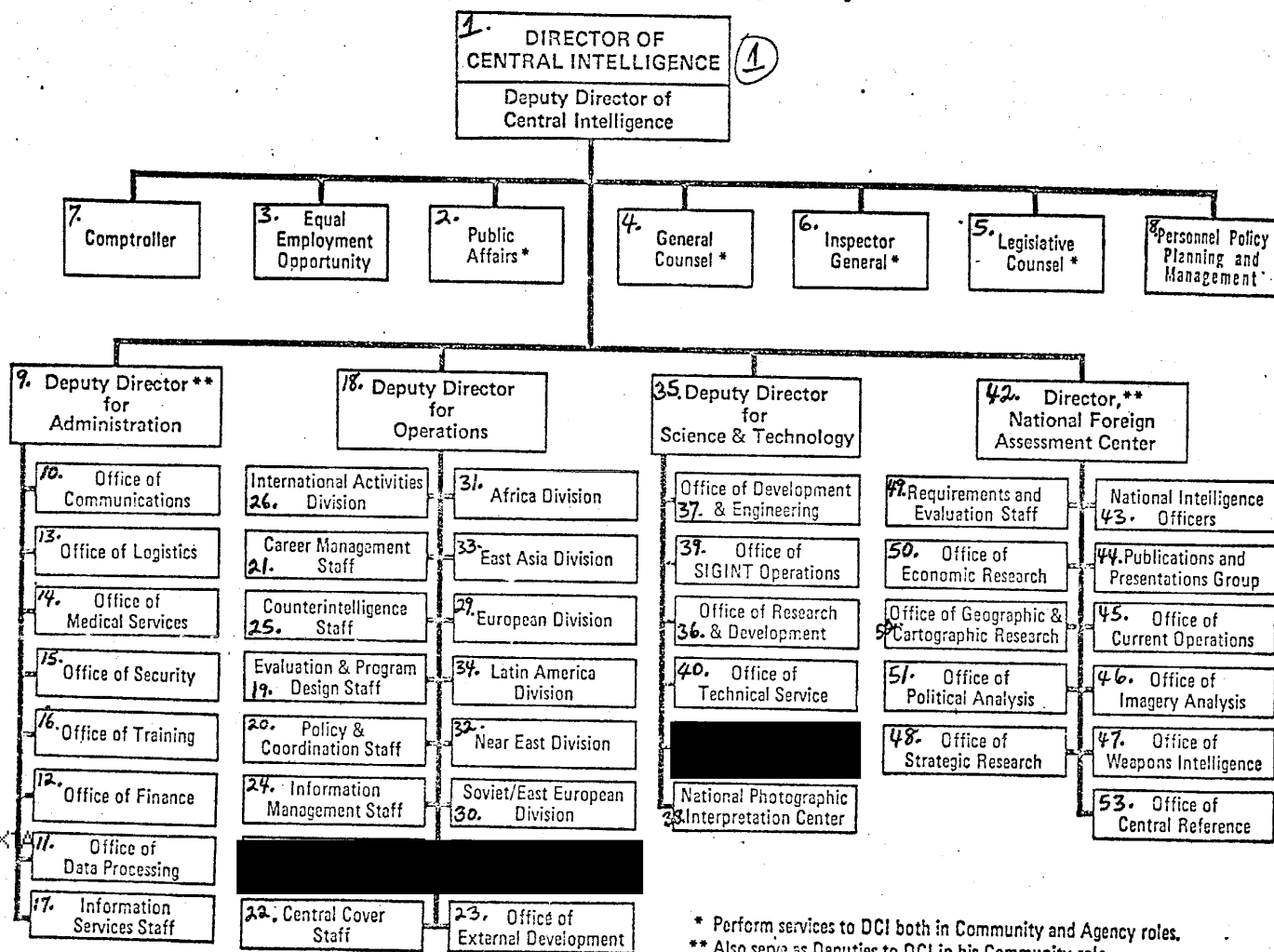
117. Ability to plan organized employee health and recreational
activities.

118. Ability to apply various recruiting techniques.

119. Ability to operate computer terminals.
120. Ability to use the U.S.Code Annotated and other references in personnel research.
121. Knowledge of Agency pay policies for staff personnel.
122. Ability to counsel employees on acquiring post-retirement (or post separation) employment.
123. Ability to develop standards or specifications for positions or classes of positions.
124. Ability to recruit for clerical or blue collar positions.
125. Ability to verify eligibility for and provide annuity estimates for employees seeking retirement.
126. Knowledge of procedures involved in voluntary separations.
127. Ability to apply and document adverse action procedures, to include involuntary separations.
128. Knowledge of Privacy Act.
129. Knowledge of the plans of insurance offered through GEHA to Agency employees.
130. Ability to process GEHA insurance applications and claims.

131. Ability to conduct liaison with organizations, government departments and individuals outside of the Agency.
132. Knowledge of when to refer to decisions of the Comptroller General in personnel research.
133. Ability to counsel employees on personal work problems, self development activities or human relations matters.
134. Understanding of learning theory including motivation theory.
135. Knowledge of CIARDS and CSC retirement provisions.
136. Ability to evaluate manpower problems and perform long-range manpower planning.
137. Knowledge of OP MAP projects, e.g., PERSIGN, Staffing, CEMLOC, PERFIT, CAPER.
138. Ability to use information retrieval systems.
139. Knowledge of records management systems.
140. Knowledge of the APP and PDP programs.
141. Ability to serve on an Incentive Awards Board or Panel.
142. Ability to direct special studies on various phases of personnel management.

143. Understanding of simulation and modeling theory and techniques.
144. Ability to conduct briefings.
145. Ability to use the "Skills Bank".
146. Ability to handle employee emergencies.
147. Ability to process field contracts, amendments, and terminations.
148. Ability to develop precepts for competitive evaluation purposes.
149. Ability to develop career ladders for employee development purposes.
150. Knowledge of promotion and advancement concepts such as, "merit promotion", "non-competitive promotion", "rank-in-the-man" system, and affirmative action.
151. Ability to service Agency annuitants, their beneficiaries, lawyers, estate administrators, etc. on questions relating to the Voluntary Investment Program (VIP).
152. Knowledge of considerations relating to the establishment, design, and modification of personnel forms.
153. Ability to develop staff papers for submission to top Agency and Government officials.
154. Ability to detect the significance of technical and operational ideas, suggestions, and achievements.



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